

CEDERBERG MUNICIPALITY

STRATEGY
CUSTOMER CARE IMPROVEMENT



PURPOSE:

To enrich a service excellence culture, embedded on the Batho Pele principles, within the Cedereberg Local Municipality.

OBJECTIVES:

1. To infuse staff commitment, personal sacrifice and dedication to service excellence.
2. To enrich responsiveness throughout the operations of the Cedereberg Local Municipality.
3. To instill pride and honour in the provision of services and interface with citizens.
4. To create, nurture and sustain positive service delivery perceptions of the Cedereberg Local Municipality to citizens and visitors.
5. To encourage a spirit, culture and practice of collaboration, teamwork and collegiality based on Batho Pele/People First principles within the Cedereberg Local Municipality.

The critical stakeholders of the Customer Care Improvement Strategy are:

1. The Executive (Councillors),
2. The Administration (Cederberg staff, the public servants),
3. The Public (Cederberg citizens and visitors).

STAKEHOLDER ANALYSIS:

Good governance, service delivery impact, responsiveness and people focus succinctly underpins the modus operandi of the Cederberg Local Municipality. The Bahlol Pule principles, read together with the Values, complement the expectations of the Cederberg Local Municipality from its employees.

BACKGROUND:

Service delivery excellence is the critical element of service delivery. Public servants and service delivery can only be achieved through responsive and sustainable cooperation of its executive and staff.

INTRODUCTION:

Municipality.

Local Municipality. The public must reciprocate through payment for municipal services to ensure the viability and sustainability of the Cedereberg Local Municipality. The measurement of the quality of service delivery pursuits of the Cedereberg define the quality of the service delivery efforts. Public perceptions are critical to define the immediate beneficiaries of service delivery initiatives hence citizens are the immediate beneficiaries of service delivery hence

THE PUBLIC:

As agents of service delivery, the Cedereberg team of public servants creates the service delivery impact that moulds the public perceptions of the Cedereberg Local Municipality. This team must be seen to be delivering quality services and making citizens look forward to receiving world-class integrated service delivery. Going beyond the call of duty even under difficult circumstances where there are limited resources must characterize the responsiveness of the administration.

THE ADMINISTRATION:

Councillors, as elected public representatives, are the primary custodians of their service delivery expectations in Cedereberg. They are accountable to the administration for ensuring that the service delivery expectations are escalated to various committees. These inform the administration of the relative urgency and importance of various competing service delivery pursuits. Public perceptions, expressed in various forms, confirm the executive alignment with public expectations.

THE EXECUTIVE:

SERVICE DELIVERY EXCELLENCE:

The pillars of service excellence in Cedereberg are:

1. The Vision ("A Municipality that works for you").

2. The Values.

3. The Ballo Principle.

4. Service Delivery Communications.

The Cedarberg Local Municipality has developed a unique value system that defines its organizational DNA as comprising of:

1. Client Focus
2. Participation/Teambuilding
3. Discipline
4. Punctuality
5. Dignity and Respect
6. Performance driven
7. Training and Development
8. Responsibility
9. Equality
10. Trust

These values have been made available to each and every member of staff as laminated posters in all offices and as laminated pocket size cards. These are available in the three languages of the Western Cape (English, Afrikaans, IsiXhosa). The Change Agents in the various offices have played a major role in the internalization of these values.

The Cedarberg Local Municipality has placed high emphasis on the infusion of Batho Pele principles within its workforce. The Change Agents and key administration personnel were exposed to national training on the Batho Pele principles. Each and every office in the Cedarberg Local Municipality displays a laminated Batho Pele poster in the three languages of the Western Cape (English, Afrikaans, IsiXhosa).

THE BATHO PELE PRINCIPLES:

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Each of these posters lists the Bahlö Pele principles as follows:

1. Consultation
2. Service Standards
3. Access
4. Courtesy
5. Information
6. Openness & Transparency
7. Redress
8. Value for Money

These Bahlö Pele posters attest to the level of commitment and dedication to service excellence permeating within the Cedereberg Local Municipality's workforce. They confirm the readiness to render the highest possible forms of service to those who directly and indirectly interface with the municipality. The reinforcement of customer care within the Cedereberg Local Municipality is improvement of customer care within the Cedereberg Local Municipality.

The meaning of the Bahlö Pele Principles for the Cedereberg Local Municipality is as follows:

"Ask people what they need"

1. Consultation

Consultation is a powerful tool that enriches and shapes policies such as the Integrated Development Plan and its implementation in the local government sphere. Conducting customer satisfaction surveys, local government bodies, NGOs, and CBOs. Often, more than one representative bodies, NGOs, and CBOs. Often, more than one community groups, and holding meetings with consumer interviews with individual users, consultation with interest and method of consultation will be necessary to ensure comprehensiveness and representativeness.

¹ Non-Governmental bodies
² Community-based organizations (including faith-based organizations)

This principle, properly applied, demystifies the negative perceptions that Cedereberg citizens in general have about the attitude of Cedereberg staff. The Cedereberg Local Municipality is committed to continuous, honest and transparent communication with its citizens. Cedereberg staff, as public servants, is expected to empathize with citizens. Cedereberg with as much consideration and respect, as they would like for

"Treat everyone with respect and consideration"

4. Courtesy

Cedereberg citizens to information on strategic service delivery issues and residence of the Cedereberg Local Municipality: it reinforces the right of the administration to escalate issues that impact on the enjoyment of state services. It also enshrines the right to access to the executive and the right of Cedereberg citizens to access to the various municipal and for money, quality services. This principle reinforces the safeguarding of access to information and services empowers citizens and creates value challenges.

"Make information and services available to all"

3. Access

This principle reinforces the need for benchmarks to constantly measure the extent to which Cedereberg citizens are satisfied with the quality of service delivery given their expectations. It also plays an important role in the development of service delivery improvement plans to ensure a better life for Cedereberg citizens. These standards are clear, precise, measurable and cover specific processes so that Cedereberg citizens can judge for themselves whether they are receiving the prescribed level of responsiveness.

"Tell people what to expect"

2. Service Standards

weaknesses quickly for the good of the citizen. Opportunities to improve service. Responses to complaints must remedy measures to remedy the situation. Complaints must be welcomed as the quality of service is falling below the promised standard and initiate Each and every Cedereberg staff must identify quickly and accurately when "Apologize and take corrective action"

7. Address

ensures accountability and responsiveness to queries raised. suggestions for improvement of service delivery improvement. If further who is in charge. This is to facilitate feedback on service delivery and Municipality operates, how well the municipal resources are utilized and Cedereberg citizens are entitled to know how the Cedereberg Local "Be open and honest about everything"

6. Openness and Transparency

from the point of delivery. Other arrangements must be considered for users who are far delivery. Available information about services must be at the point of as necessary. Available information about services must be at the public matters, available to fellow staff members for dissemination to the public information about the organization, and all other service delivery related The Cedereberg Local Municipality must regularly seek to make "Make information about services available to all"

5. Information

of services to promised standards. information on problems, which may hamper or delay the efficient delivery themselves. This involves communication of services, products,

We, as custodians of service delivery, commit and dedicate ourselves to service excellence.

THE CEDERBERG SERVICE DELIVERY PLEDGE

The Cedarberg Local Municipality fully supports all initiatives that ensure optimal, efficient and effective use of time and municipal resources (staff, stationery, equipment, vehicles, etc.). Any resource in the municipality contributes to the costs of service delivery. Any form of fruiless and wasteful expenditure depletes resources that would have been otherwise been employed for the greater benefit of the Cedarberg Local Municipality and its citizens. Failure to do the job right the first time will cause dissatisfaction, rework and waste of resources.

We shall always maintain the highest moral standards. We shall relentlessly ensure fair and equitable service delivery. We shall instill ownership of municipal services to all our people, encouraging communal safeguard of all services for the benefit of all.

We shall treat all people with consideration and respect. We shall be the servants of the people, always putting people first. We shall serve our community with pride, honour and dignity and responding to all service requests at the earliest possible instance. We shall ensure immediately sustained availability of services to all our people. We shall consistently ensure high quality in all our workmanship. Indeed, we shall restore the trust of our people in the Cedarberg Local Municipality.

Cederberg.

We shall, at all times, be the immediate custodians of a better life in

and better than it was before our time.

8. Hand over this municipality to our successors being greater
our behalf.
7. Eagerly fulfill the promises that we make or that are made on
6. Serve our people with utmost integrity and humility.
5. Respect every moment we spend at the municipality's cost
queries.
4. Always be responsive to service delivery requests and
3. Respect each other and the people we work with.
2. Work hard to exceed the expectations of us.
1. Uphold service excellence.

the people of Cederberg, solemnly undertake to:

the Cederberg Local Municipality, recognizing our responsibilities to
the people of Cederberg, solemnly undertake to:

We, the members of the Cederberg executive and administration of

RECOGNITION OF SERVICE EXCELLENCE

Creating and nurturing a service excellence culture requires established and transparent mechanisms of acknowledging and recognizing service excellence. The Executive Mayor is the supreme ceremonial figure for recognition of service excellence with the Municipal Manager (the administrative custodian of excellence recognition processes. The Directors are responsible for including service recognition and rewarding it within their respective directorates. These measures must be aligned with ensuring responsiveness to the Directorate's performance measures.

Directorate's monthly floating trophies, awarded on the last working day of each month, to high performing individuals and/or teams will reinforce the commitment and dedication to service excellence. To create and reinforce staff inspiration value of these trophies, these may only be awarded to any team and/or individual staff member only if there is undisputable/uncontested evidence of superior service excellence. Managers will identify and motivate fellow staff or members of the public. Directors will then award the Directorate's floating trophy to the winning submission for public display.

MUNICIPAL MANAGER:

The Municipal Manager's quarterly floating trophy will be awarded to the best performing directorate on a quarterly basis based on the performance indicators. Each directorate's quarterly performance report, with verifiable testimonials from other Directors, Councilors and members of the public will be the basis of awarding the Municipal Manager's Quarterly Floating Trophy.

All correspondence must be addressed to The Municipal Manager.

Local Municipality

Clanwilliam Municipal Service Centre is also the headquarters of the Cedarberg Municipal Service centre for escalation to the appropriate member of staff. The centres. Any municipal service request or query can be forwarded to the nearest Grawater, Lamberts Bay and Elands Bay are available as municipal service centres. The administration buildings in the towns of Clanwilliam, Citrusdal, administration for improved responsiveness to service delivery requests and The Cedarberg Local Municipality strives to ensure citizen access to the

SERVICE DELIVERY RESPONSIVENESS

Cedarberg Local Municipality. Cedarberg function as the highest recognition of service excellence within the of-year function as the Executive Mayor will award this trophy at the end- (administration offices). The Executive Mayor will award this trophy at the end-best performing employee and/or team. At the various municipal service centres Members of the public (municipal account holders) will be invited to vote for the team within the Cedarberg Local Municipality. Councillors, Cedarberg staff, Executive (Excellence) will be awarded to the best consistently responsible employee or Excellence

EXECUTIVE MAYOR'S ANNUAL FLOATING TROPHY:

CEDERBERG MUNICIPAL SERVICE CENTRES CONTACT DETAILS:

1. CLANWILLIAM Physical Address: 2A Voorsteekerk Street Private Bag X2 CLANWILLIAM 8135 Telephone: 027 482 8000 Fax: 027 482 1933 E-mail: admin@cederberggradd.co.za
2. CITRUSDAL Physical Address: 12 Muller Street Private Bag X5 CITRUSDAL 7340 Telephone: 022 921 2181 Fax: 022 921 2186 E-mail: citrusdal@cederberggradd.co.za
3. LAMBERTS BAY Physical Address: 42 Church Street Private Bag LAMBERTS BAY 8130 Telephone: 027 432 1112 Fax: 027 432 1517 E-mail: lambertsmun@kingsley.co.za

Each Municipal Service Centre is an escalation point for municipal service requests and queries. Information relating to progress of a service request or query can be requested at any of the Municipal Service Centres.

NOTE WELL:

4. ELANDS BAY	Physical Address:	1 School Street P.O. Box 63 ELANDS BAY 81110	Telephone:	022 972 1745
5. GRAAFWATER	Physical Address:	Van der Stel Street P.O. Box 239 GRAAFWATER 8120	Telephone:	027 422 1108
	Postal Address:		Fax:	027 422 1109

MUNICIPAL RESPONSIVENESS

Standards of Service Excellence:

The Cedereberg Local Municipality Service Centres may be contacted during normal office hours (Monday to Thursday: 07h30 – 16h30, Friday: 07h30 – 16h00) to log complaints, requests and queries.

1. The telephone service will be available throughout the normal office hours.
2. Each and every incoming call will be answered within 3 rings.
3. Each and every telephonic service request and query will be dealt with within 5 minutes.
4. Each and every municipal service centre will keep a log book detailing a reference number, time of call, caller's name and contact number, nature of call, escalation directive.
5. The reference number format will indicate the originator (staff member detailing with call), the time & date of call and sequence number of the call (e.g. TM/1310/17/0708/05 for the 5th call received at 13h10 on the 17th of July 2008 by Thanda Makhoba).
6. Each administration will compile a monthly report of all telephonic queries received and the reference numbers generated.

Telephone Service

Standards of Service Excellence:

1. All letters and faxes will be forwarded to the Records Section in Clanwilliam, on a daily basis, for registration and forwarding to the Office of the Municipal Manager (Communications Officer) within 1 working day.
2. The Office of the Municipal Manager will generate an acknowledgement of receipt for each and every letter/correspondence received.

Correspondence (Letters & E-mail)

The Customer Care Improvement Strategy will be subject to annual review and IT technological support shall be explored for automation of query handling processes. This will include, but not limited to, an informative e-mail handling process. The Customer Care Improvement Strategy will be subject to annual review and reply to a specific query/complaint handling e-mail address (e.g. helpdesk@cederberg.gov.za).

CONTINUOUS IMPROVEMENT

1. Each escalated complaint, service request or query shall be logged on Escalation of Complaints, Service Requests and Queries working days will be escalated to the Office of the Municipal Manager.
2. Any complaint, service request and/or query not resolved within 10 working days will be escalated to the Office of the Municipal Manager.

escalated to Gernit Valenyn at 14h10 on the 18th of July 2008).

reference number (e.g. GV/1410/180708 TM/1310/17/0708/05 indicating escalation to indicate the recipient, time & date of escalation, and the escalation to Gernit Valenyn at 14h10 on the 18th of July 2008).

3. The Office of the Municipal Manager will escalate correspondence to the relevant directorate for action, investigation and/or remedial action and relevant directorate for action, investigation and/or remedial action and the Office of the Municipal Manager will feedback on the correspondence received to draft response.
4. The relevant directorate will feedback on the correspondence received to the Office of the Municipal Manager within 3 working days. This may also be a request for extended time to address the matter.
5. The Office of the Manager will generate a response to the customer within 5 working days of receiving the correspondence.
6. A standard e-mail address will be promoted (e.g. cederberg@cederbergza.co.za) with an automatically detailing communication to service excellence.

